

COUNTY LIBRARY Ed Kieczkowski

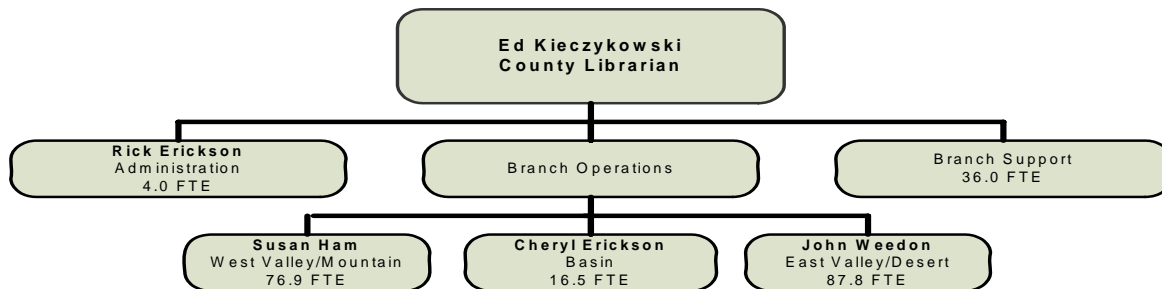
MISSION STATEMENT

The mission of the San Bernardino County Library is to provide equal access to information services and materials for all people of the County of San Bernardino. The Library actively promotes its information services, materials and programs for the informational, educational, cultural and recreational needs of all county residents.

STRATEGIC GOALS

1. Increase the physical capacity of library facilities.
2. Enhance computer and electronic resources for the public.
3. Initiate patron self-sufficiency at branch libraries in an effort to improve customer service and increase department productivity.

ORGANIZATIONAL CHART



County Library

DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Library provides public library services through a network of 30 branches in the unincorporated areas and 18 cities within the county, including the Carter Branch Library (a joint usage library located in northern Rialto) that opened to the public during 2005-06. In addition, two bookmobiles reach people who live in sparsely populated areas or are unable to use the traditional branches. County Library also operates a mobile unit in the High Desert that serves young children and their parents/caregivers.

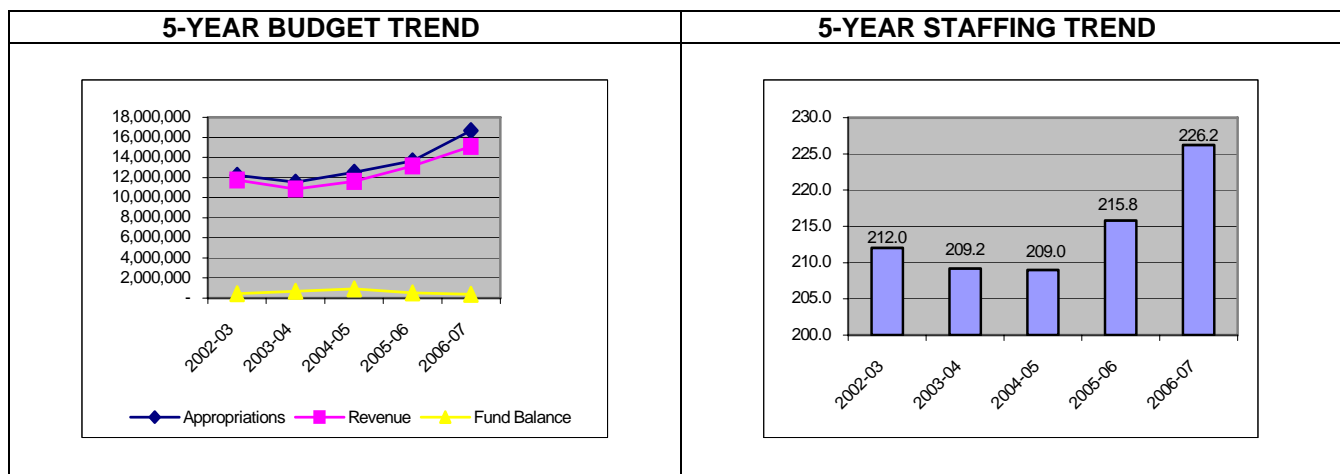
County Library provides access to information through its materials collection, as well as 500 Internet accessible computers. The public computers also provide access to a number of online databases and other electronic resources. Electronic access to County Library's collection of materials is available through the Internet, and daily delivery services provide for materials to be shared among the various branches. One of the goals of the Library is to utilize the latest technology to provide county residents with up-to-date resources and tools. To enhance customer service, the Library is expected to introduce self service checkout of materials during 2006-07 at several selected branch locations.

The Library's on-line catalog, a joint project with the County of Riverside, provides access to 2.5 million items. The system allows for patrons in either system to directly request materials held by the other and to have those items delivered to their local branch for pick up. In 2005-06, in excess of 160,000 items crossed county lines to the benefit of residents in both counties.

The Library's book collection is supplemented by magazines, newspapers, government documents, books on tape, pamphlets, compact discs, DVDs, videotapes, microfilm, and electronic/on-line services and materials. Cultural and educational programs for all ages, including literacy services and other specialized programs, are provided at branch locations. In addition, County Recorder services are located at the Apple Valley, Fontana and Montclair branch libraries.

The County Library system is financed primarily through dedicated property tax revenues and is also supported by local Friends of the Library organizations that financially assist library branches in local communities. A total of 1,500 volunteers perform a variety of tasks in supporting local libraries. The Library has also developed active partnerships with the communities it serves, resulting in additional funding and the provision of facilities at reduced costs.

BUDGET HISTORY

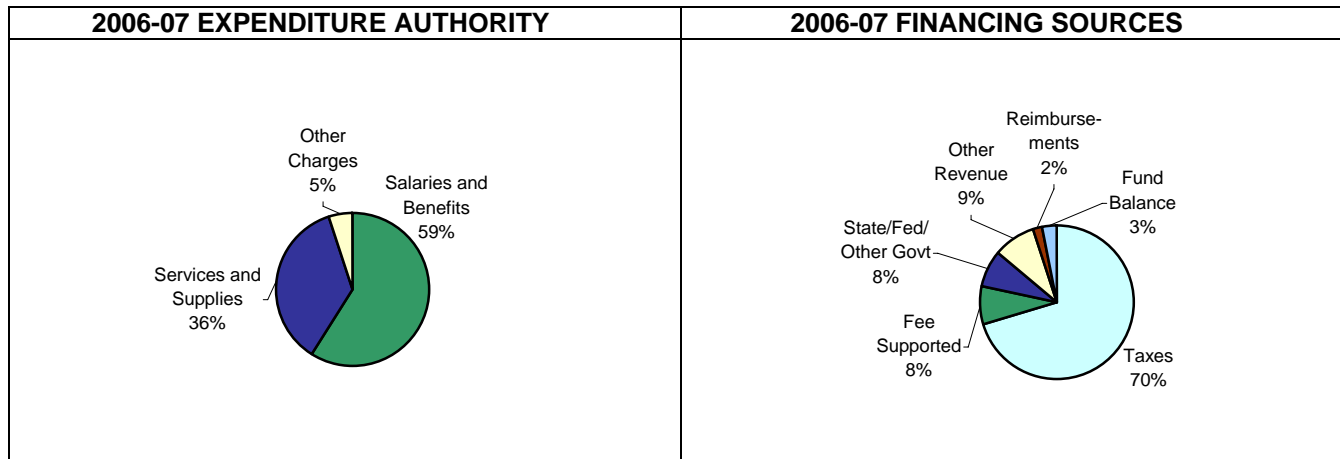


PERFORMANCE HISTORY

| | 2002-03 Actual | 2003-04 Actual | 2004-05 Actual | 2005-06 Modified Budget | 2005-06 Actual |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|-------------------|
| Appropriation | 11,463,229 | 11,752,635 | 13,499,959 | 18,401,767 | 17,867,292 |
| Departmental Revenue | 11,997,656 | 12,106,011 | 13,035,681 | 17,892,882 | 17,877,850 |
| Fund Balance | | | | 508,885 | |
| Budgeted Staffing | | | | 215.8 | |



ANALYSIS OF FINAL BUDGET



GROUP: Public and Support Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

| | 2002-03 Actual | 2003-04 Actual | 2004-05 Actual | 2005-06 Actual | 2005-06 Final Budget | 2006-07 Final Budget | Change From 2005-06 Final Budget |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-------------------------|--|
| Appropriation | | | | | | | |
| Salaries and Benefits | 6,971,376 | 7,470,208 | 8,158,931 | 8,947,324 | 9,093,014 | 10,024,601 | 931,587 |
| Services and Supplies | 3,754,028 | 3,789,138 | 4,704,467 | 5,148,509 | 3,998,718 | 5,963,407 | 1,964,689 |
| Central Computer | 100,104 | 72,476 | 98,281 | 112,736 | 104,585 | 135,571 | 30,986 |
| Other Charges | 75,560 | - | 115,825 | 849,235 | 174,219 | 178,292 | 4,073 |
| Land and Improvements | - | - | 94,618 | - | 50,000 | 25,000 | (25,000) |
| Equipment | 7,475 | 21,555 | 24,626 | 7,854 | 32,000 | 150,000 | 118,000 |
| Vehicles | 29,475 | - | - | - | - | - | - |
| Transfers | 471,198 | 495,752 | 508,761 | 518,916 | 509,495 | 510,648 | 1,153 |
| Total Exp Authority | 11,409,216 | 11,849,129 | 13,705,509 | 15,584,574 | 13,962,031 | 16,987,519 | 3,025,488 |
| Reimbursements | - | (293,829) | (290,314) | (328,243) | (309,755) | (331,296) | (21,541) |
| Total Appropriation | 11,409,216 | 11,555,300 | 13,415,195 | 15,256,331 | 13,652,276 | 16,656,223 | 3,003,947 |
| Operating Transfers Out | 441,380 | 197,335 | 84,764 | 2,610,961 | - | - | - |
| Total Requirements | 11,850,596 | 11,752,635 | 13,499,959 | 17,867,292 | 13,652,276 | 16,656,223 | 3,003,947 |
| Departmental Revenue | | | | | | | |
| Taxes | 7,737,421 | 8,793,740 | 9,697,425 | 10,971,681 | 10,347,001 | 11,928,225 | 1,581,224 |
| State, Fed or Gov't Aid | 1,711,028 | 820,792 | 762,035 | 987,321 | 1,066,940 | 1,309,440 | 242,500 |
| Current Services | 889,494 | 1,054,161 | 1,007,904 | 1,104,983 | 1,170,000 | 1,367,600 | 197,600 |
| Other Revenue | 1,056,142 | 476,318 | 801,467 | 512,015 | 297,600 | 537,400 | 239,800 |
| Other Financing Sources | 303,571 | 173,000 | 5,000 | 495,000 | - | - | - |
| Total Revenue | 11,697,656 | 11,318,011 | 12,273,831 | 14,071,000 | 12,881,541 | 15,142,665 | 2,261,124 |
| Operating Transfers In | 300,000 | 788,000 | 761,850 | 3,806,850 | 261,850 | 983,850 | 722,000 |
| Total Financing Sources | 11,997,656 | 12,106,011 | 13,035,681 | 17,877,850 | 13,143,391 | 16,126,515 | 2,983,124 |
| Fund Balance | | | | | 508,885 | 529,708 | 20,823 |
| Budgeted Staffing | | | | | 215.8 | 226.2 | 10.4 |

The Library's 2006-07 budget was developed with the following provisions:

1. It is anticipated that Summit High School in northern Fontana (another joint usage project) will open to the public during the summer of 2006.
2. The Hesperia branch library is expected to be open to the public at a new, much-larger facility in September 2006.
3. The City of Victorville has provided notice that they will be withdrawing from the County Library system effective July 1, 2006, but will continue to contract with the county for certain library services.

Salaries and benefits are increasing by \$931,587. Of this amount, \$386,300 is the result of incurred costs associated with MOU, retirement, and workers' compensation increases. There is also an increase of \$150,000 to reflect the cost of parity adjustments for the department's professional staff. The Human Resources Department recently concluded its study of these classifications and is recommending a parity action, which is expected to be presented for Board approval prior to June 30, 2006. The remaining increase of \$395,287 is primarily due to the following additions in budgeted staffing:



- A total of 6.1 part-time Library Assistants and Library Pages are being added to meet workload demands at various branch locations.
- 1.9 increase for part-time positions at Carter and Summit high schools that were only partially funded last fiscal year.
- 2.0 increase for part-time positions being added at Carter High School/Summit High School because of workload requirements.
- 0.4 increase for a Regional Manager at the Fontana Library that was partially funded last fiscal year.

Services and supplies are increasing by \$785,671 as follows:

- \$690,000 increase to the library materials budget (\$584,340 of which was previously approved by the Board as a mid-year item on November 1, 2005). Even with this increase, the amount budgeted for 2006-07 (\$1,390,000) is approximately \$468,000 less than the amount estimated to be spent in 2005-06 (\$1,858,116). As a result, the department has submitted a policy item request for one-time funding in the amount of \$500,000. Approval of this request would add to the initial \$500,000 the Board approved in 2005-06 to build a sufficient collection of materials for new and expanded library facilities.
- \$100,000 increase for computers, scanners, and printers.

Land, structures and improvements are decreasing by \$25,000 due to completion of the Big Bear library improvement project.

Equipment in the amount of \$150,000 is budgeted for 2006-07 to purchase four self check-out systems for increased patron self-sufficiency.

Reimbursements are increasing by \$21,541 based on additional rent from the Human Services Group for use of the basement of Library's administration building.

Taxes are increasing by \$1,581,224 in 2006-07 for a total budget amount of \$11,928,225. This total reflects a 14% increase from the estimated amount of tax revenue anticipated in 2005-06, less approximately \$483,000 of property taxes being transferred to the City of Victorville for administration of the Victorville library effective July 1, 2006.

State, federal and other governmental aid is decreasing by \$57,500 due to reduced Library Services and Technology Act (LSTA) grants from the state.

Current services are increasing by \$197,600 as described below:

- \$152,000 from the City of Victorville (City) for providing four months of operations at the Victorville library.
- \$45,600 from the City for a full year of automation services at the Victorville library.

Other revenue is increasing by \$239,800 primarily because of the following:

- \$100,000 contribution from the City of Victorville for additional books at the Victorville library.
- \$110,000 of additional federal e-rate reimbursement based on a change in the method of which these funds are received from service providers.

FINAL BUDGET CHANGES

The Board approved an appropriation increase of \$500,000 in ongoing general fund support to enhance the Library's annual book/materials budget.

The Board approved an appropriation increase of \$222,000 from the Business Process Improvements Reserve for the conversion of existing barcode technology to radio frequency identification (RFID) at the Apple Valley and Adelanto branch libraries. Converting to newer technology at these two facilities will allow the department to effectively develop long-range plans for the conversion of library collections and circulation equipment at all county libraries.

The Board approved an appropriation and revenue increase of \$300,000 for additional funds anticipated from the state Public Library Fund and the state's Inter-Library Loan Reimbursement Program.

Services and supplies increased by \$157,018 due to fund balance being higher than anticipated.

| PERFORMANCE MEASURES | | |
|---|-------------------|----------------------|
| Description of Performance Measure | 2005-06 Actual | 2006-07 Projected |
| Square feet of space available at branch libraries (currently 200,203). | 201,075 sq ft | 240,000 sq ft |
| Number of personal computers dedicated for public usage. | 376 | 455 |
| Amount expended/budgeted for electronic resources. | \$96,258 | \$100,000 |
| Number of exchanges of resources between systems. | 184,303 | 192,000 |
| Amount of fees collected by the Library electronically. | N/A | \$200,000 |
| Number of items circulated via self-support. | N/A | 100,000 |
| Percentage increase in circulation of materials for the affected branches in the year following completion of the new facility. | N/A | 10% |

The performance measures for County Library demonstrate an emphasis on improving services to its patrons by providing additional space, increasing the number of electronic resources, and implementing self-service options.

One of the difficulties the Library has encountered over the past ten years has been the need to try to physically accommodate its population growth with limited financial resources. In 1999, the Library developed a master facility plan to identify its facility needs and has had some modest success in expanding or replacing some of its facilities. A new joint usage library facility at Carter High School in northern Rialto opened to the public in 2005-06, and another joint use library at Summit High School in northern Fontana is scheduled to open in 2006-07. In addition, new and expanded libraries are scheduled to open in Hesperia, Highland, Fontana, Chino Hills, and Mentone during either 2006-07 or 2007-08. Also, new facilities in four other communities (Running Springs, Bloomington, Crestline and Grand Terrace) are currently being pursued.

While the new facilities will add much needed space to provide library services, this additional space to accommodate the County Library's projected population growth will cause operational costs (especially personnel costs) to increase significantly. Whereas the Library's property tax growth has been significant for the past few years (and is projected to continue to grow over the next few years), the Library must find ways to mitigate its operational costs. One of the strategies that the Library has been pursuing is customer self-sufficiency. The Library's new catalog allows for unmediated requests of materials from other library jurisdictions, while the introduction of customer self-registration for computer use has lessened the need for additional staff. The continual evolution of the Library's home page, the pursuit of additional electronic resources, and the introduction of services such as down-loadable audio-books and tutor.com (an interactive internet service for students) also provides the impetus for customer-self sufficiency.

In planning for its new facilities, the Library has designed its check-in/check-out areas for self-service to provide patrons with the ability of obtaining or returning materials without the need for staff intervention. In addition, the Library anticipates the development of a service that allows customers to pay for services electronically, without benefit of staff involvement. One of the department's objectives for 2006-07 is to implement self-service modules at three to four of its new library facilities. The cost of these modules has already been factored into the overall cost of each of these facilities, while the cost of implementing the electronic payment option at all branches is not expected to be significant and will be funded through County Library revenues. It is anticipated that over the next three to five years, the Library will transition from a 100% staff interaction for check-in/check-out and fee collection to perhaps 50%, with an ultimate goal of 75% patron self sufficiency within a seven year period.

